DD/S 66-1207

D D / S   R E G I S T R Y

F I L E   Meetings 1

14 MAR 1966

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Integration of Directorates

REFERENCE : Memo dtd 15 Feb 66 to ExDir-Compt
fr DD/S, same subject

1. This memorandum updates the information you received 16
February 1966 on the proposed program of inter-Directorate briefings.
It also contains in paragraph 4 a recommendation for your approval.

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2. On 24 February 1966 action officers from each of the Directorates
met with [ ] of the Office of Training, who is coordinating the
briefings, to discuss tentative plans for the program and make recommenda-
tions concerning it. Suggestions from each Directorate for topics to be
covered during the briefings had been consolidated and each action officer
received the list appropriate to his Directorate.

3. After discussing various aspects of the program, the action officers
concluded that:

a. Arrangements for each briefing should be worked out
directly by the principals concerned to afford maximum flexibility
in solving the problems of time, availability of personnel, special
clearances, etc. It was thought that in some cases Directorates
might choose to brief each other at a single sitting rather than to
schedule two separate meetings for the purpose.

b. The program of briefings should begin before 1 May 1966
and be completed before 1 July 1966.

c. Action officers should keep the OTR coordinator informed
as to the time, place, and other arrangements for each briefing and
obtain from him any assistance needed with respect to space, equipment,
etc.

d. With proper regard for security clearances and with the
approval of the briefing Directorate, one or two senior members of
the Office of Training should, if possible, audit (but not record) each
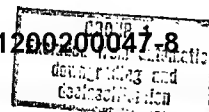
Subject: Integration of Directorates

briefing for the purpose of identifying new material that ought to be covered in training courses. Arrangements to incorporate such material in the proper course would be worked out later between OTR and the briefing Directorate.

4. It is recommended that the conclusions outlined in paragraph 3 be approved in principle and that the OTR coordinator and the Directorates be authorized to proceed with the briefing program along the lines indicated.

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Alan M. Warfield
Acting Deputy Director
for Support

The recommendation contained in paragraph 4 is approved. *

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L. K. White
Executive Director-Comptroller

8 Mar 66
Date

Distribution:
  Orig - Adse (for return to DD/S)
    1 - ER
    1 - D/TR
    1 - DD/S Chrono
    1 - DD/S Subject w/background

* However, care should be taken to ensure that these briefings are not too superficial. I doubt that Directorates briefing each other at a single sitting, as suggested in paragraph 3.a., or in less than the twelve sessions mentioned in paragraph 2 of your 15 February 1966 memorandum would be sufficiently comprehensive to comply with the spirit of the Director's request.

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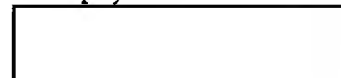
LKW

BRIEFING SUGGESTIONS

FOR THE

DEPUTY DIRECTORATE FOR INTELLIGENCE

The Deputy Directorate for Science and Technology

1. Organizational missions and goals.

2. Chronic problem areas (particularly those
    of a scientific or technical nature).

3. Current and future programs of a scientific
    and technical character.

4. Services of common concern and how to
    task them.

5. Capabilities for the collection of scientific
    and technical intelligence or data.

6. Programs and plans for the use of
    automatic data processing.

7. How the scientific and technical assets in
    DD/S&T could be used more effectively on
    behalf of DDI.

The Deputy Directorate for Support

A. Topics

    1. Prospects over the next 5 years in Sino-Soviet relationships.

    2. Prospects over the next 5 years in other areas of special
        significance to the U.S.

    3. Broad appraisal of trends during the next 5-15 years in general
        world conditions, with estimate of degree to which political and
        social unrest in areas of special concern to the U.S. are likely to
        diminish, increase, or break out into open conflict.

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The Deputy Directorate for Support (Cont'd)

4. Significant changes in DD/I organization and functions during the past year or so.

5. Projected DD/I plans and developments over the next 1-5 years and their possible impact on: personnel planning, training requirements, space requirements, etc.

6. Major innovations or changes in management methods and techniques contemplated during the next 5 years for: NPIC, [ ] OCR, Research.

STATSPEC

7. How a National Intelligence Estimate is born. Procedures for preparing the first draft and groundrules for handling amendments and dissents from other agencies.

8. Description and functions of the Watch Office and Operations Center.

9. Background of DD/I proposal to liberalize Agency regulations governing (a) the declassification of intelligence materials, and (b) contacts between CIA analysts and social scientists outside the Agency.

10. Capabilities of OCI's Military Division to analyze foreign made small arms and ammunition.

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12. Present or future aspects in which Support services should be increased or improved.

B. Specific Questions

1. Can DD/I project its annual training requirements in terms of numbers of people and types of training?

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SECRET

The Deputy Directorate for Support (Cont'd)

2. Could DD/I establish a system to provide feed-back after training so that OTR can be more responsive to training requirements?

3. Is better distribution of OTR notices and bulletings within DD/I possible?

4. Do you consider the financial reports, data, and information you are getting to be adequate for planning, programming and general management purposes? If not, what changes do you suggest?

5. Do you expect CIA's covert financing capability to be used in support of joint intelligence programs with friendly foreign governments on an increasing or decreasing scale during the next 5 years?

6. Do you expect contractual or other outside services performed on behalf of CIA by other Government agencies (or by private individuals or contractors) to increase or decrease over the next 5 years?

7. Do you have any plans for, or foresee any trends in, the use of non-official cover entities to perform DD/I functions or carry out DD/I programs? If so, what types of entities will be used and how will their financing be handled?

8. Are there any on-going programs that might profit from the professional and technical assistance available from the Office of Medical Services?

9. How much space will OCR need when it becomes fully automated? When will that happen?

- 3 -

The Deputy Directorate for Plans

In general, CS knowledge of the day-to-day working relationships with Offices of the Intelligence Directorate (DD/I) are excellent. Nevertheless, a number of CS officers have indicated that a general restatement of DD/I roles and functions, both within CIA and within the Intelligence Community, might be useful. In particular, such a briefing might include:

(1) The estimative responsibility, if any, of OCI for the type of crisis which is common in Africa, the Middle East, the Western Hemisphere and, to some extent, the Far East.

(2) The delineation between ONE and OCI in the estimative field.

(3) The Intelligence Directorate concept of the organizational arrangement for providing continuing estimates on a critical situation (Pak-India war as an example).

STATSPE

(5) A general review of OCR services available, with special reference to new developments in machine systems, to the Biographic Registry, and its liaison with other U.S. Government agencies.

(6) The capabilities of the DD/I to respond to ad hoc requirements of the CS for special area research and special studies; the channeling and coordination of such requests.

(7) The functions of the Operations Center.

(8) The functions of the Collection Guidance Staff, particularly as it concerns CGS relationships with other collection facilities in the Intelligence Community.

(9) Plans for improvement of the PNIO's.

BRIEFING SUGGESTIONS
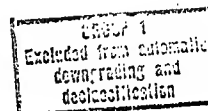
FOR THE

DEPUTY DIRECTORATE FOR PLANS

The Deputy Directorate for Science and Technology

1. Organizational missions and goals.

2. Chronic problem areas (particularly those of a scientific or technical nature).

3. Current and future programs of a scientific and technical character.

4. Services of common concern and how to task them.

5. Capabilities for the collection of scientific and technical intelligence or data.

6. Programs and plans for the use of automatic data processing.

7. How the scientific and technical assets in DD/S&T could be used more effectively on behalf of DDP.

The Deputy Directorate for Intelligence

1. What is the structure of authority and responsibility? How do you get another Directorate to do something for you if you do not have a personal contact -- i.e., at what level do you make contact to get a hearing?

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The Deputy Directorate for Intelligence (Cont'd)

2. How do you <u>really</u> work -- weekly meetings of
   top management, straight orders from Deputy
   Director involved, or what?

3. What services do you provide other Directorates
   as well as DCI?

4. What are significant <u>limitations</u> on your
   capabilities -- i.e., what can't you do
   because State or Pentagon or GSA won't
   let you?

5. What <u>new things</u> are you working on,
   especially things we might be able to
   take advantage of to get better, quicker
   intelligence?

6. Where do you see your Directorate five or
   ten years from now -- how will its mission
   or emphasis have changed?

7. What are chances for rotating or exchanging
   personnel with other Directorates?

8. The security problems encountered by the
   Clandestine Services that are involved in
   widespread use of their material, what
   protection the Clandestine Services feel
   they need, and their concept of what the
   various caveats mean.

9. Major covert goals and programs to whatever
   depths feasible; what are the planned expansions
   and contractions.

10. Who reads various black box takes; who
    analyzes the material. How is information
    from special operation and sensitive sources
    handled. To what extent are these disguised
    as somewhat normal reporting.

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The Deputy Directorate for Intelligence (Cont'd)

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11. How do CI and CA Staffs [_____] fit in with area divisions.

12. Full description of FI and Staff D of FI.

The Deputy Directorate for Support

A. Topics

1. A short resume of the Agency's major programs and activities in Southeast Asia, with examples of how our programs are contributing to the success of the total U.S. effort there.

25X1

2. Significant changes in organization and operational emphasis during the past year or so -- with particular attention to [____] [_____] and the staff elements of DD/P.

25X1

3. Projected plans and developments over the next 1-5 years and their possible impact on: personnel planning, training requirements, medical support, space requirements, etc.

4. Major innovations or changes in clandestine methods and techniques contemplated during the next 5 years.

5. Examples of past successes in the fields of foreign intelligence and covert action, with special reference to ways in which Support services have contributed to these activities.

6. Future plans and trends in the use of proprietaries to achieve clandestine objectives, with comments on DD/P's attitude

[_____]

25X1

7. Future plans and trends in the use of non-official cover and in the types of cover entities to be employed.

25X1

8. Projections for the next 1-5 years of the use and size of contract personnel programs such as [_____] etc.

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The Deputy Directorate for Support (Cont'd)

9. Description of DD/P planning and requirement mechanisms used to establish the types of weapons and stock levels required for paramilitary activities.

10. Present or future aspects in which Support services should be increased or improved.

B. Specific Questions

1. What is DD/P's attitude concerning regional support services such as those provided by Security _____ etc?

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25X

3. Do you expect contractual or other outside services performed on behalf of CIA by other Government agencies (or by private contractor to increase or decrease over the next 5 years?

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5. Do you consider the financial reports, data and information you are getting to be adequate for planning, programming and general management purposes? If not, what changes do you suggest?

6. Are there any current activities that might profit from the professional assistance available from medicine, psychiatry and psychology?

7. Can DD/P project its annual training requirements in terms of people and types of training?

8. Could DD/P establish a system to provide feed-back after training so that OTR can be more responsive to training requirements?

9. Is better distribution of OTR notices and bulletins within DD/P possible?

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The Deputy Directorate for Support (Cor d)

10.

11.   What is DD/P's attitude toward the purchase of quarters for senior
       officers abroad (other than Chiefs of Station) and your assessment
       of the security considerations involved?

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BRIEFING SUGGESTIONS
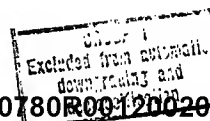
FOR THE

DEPUTY DIRECTORATE FOR SUPPORT

The Deputy Directorate for Science and Technology

1. Organizational missions and goals.

2. Chronic problem areas (particularly those of a scientific or technical nature).

3. Current and future programs of a scientific and technical character.

4. Services of common concern and how to task them.

5. Capabilities for the collection of scientific and technical intelligence or data.

6. Programs and plans for the use of automatic data processing.

7. How the scientific and technical assets in DD/S&T could be used more effectively on behalf of DDS.

The Deputy Directorate for Intelligence

1. What is the structure of authority and responsibility? How do you get another Directorate to do something for you if you do not have a personal contact -- i.e., at what level do you make contact to get a hearing?

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The Deputy Directorate for Intelligence (Cont'd)

2. How do you really work -- weekly meetings
   of top management, straight orders from
   Deputy Director involved, or what?

3. What services do you provide other
   Directorates as well as DCI?

4. What are significant limitations on your
   capabilities -- i.e., what can't you do
   because State or Pentagon or GSA won't
   let you?

5. What new things are you working on,
   especially things we might be able to
   take advantage of to get better, quicker
   intelligence?

6. Where do you see your Directorate five
   or ten years from now -- how will its
   mission or emphasis have changed?

7. What are chances for rotating or exchanging
   personnel with other Directorates?

8. What are the major problems the DDS has
   for the next five years. What are recruit-
   ment plans. How do they get recruits,
   how many, and what problems arise. What
   training is involved.

9. What are the major problems in logistic
   and security support.

10. With respect to communications what are
    their major problems, what are plans for
    expansion, and how will this affect volume
    of material received by the DDI.

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The Deputy Directorate for Plans

There appear to be no general requirements for briefings by the Support Directorate (DD/S). One or two specific questions have been raised which can be better handled through normal channels.

(A small group of CS senior officers (15-25) would find useful a briefing on the new planning philosophy, language and procedures as promulgated by O/PPB.

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BRIEFING SUGGESTIONS

FOR

DEPUTY DIRECTORATE FOR SCIENCE AND TECHNOLOGY

The Deputy Directorate for Intelligence

1. What is the structure of authority and
    responsibility? How do you get another
    Directorate to do something for you if
    you do not have a personal contact -- i.e.,
    at what level do you make contact to
    get a hearing?

2. How do you really work -- weekly meetings
    of top management, straight orders from
    Deputy Director involved, or what?

3. What services do you provide other
    Directorates as well as DCI?

4. What are significant limitations on your
    capabilities -- i.e., what can't you do
    because State or Pentagon or GSA won't
    let you?

5. What new things are you working on,
    especially things we might be able to
    take advantage of to get better, quicker
    intelligence?

6. Where do you see your Directorate five
    or ten years from now -- how will its
    mission or emphasis have changed?

7. What are chances for rotating or exchanging
    personnel with other Directorates?

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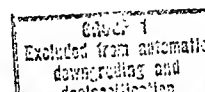
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The Deputy Directorate for Intelligence (Cont'd)

8. What are the major functions, roles and plans of the DD/S&T, especially with respect to expansion and contraction of activities. Are there major plans to expand their activities in the free world and developing countries.

9. What are the automation and computer plans of the Agency.

The Deputy Directorate for Support

A. Topics

1. General statement of principal goals and objectives in following activities, with examples of significant developments, breakthroughs and successes:

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[   ] OXCART, FMSAC, OSA, SIGINT

2. Significant changes in DD/S&T organization and functions during the past year or so.

3. Projected DD/S&T plans and developments over the next 1-5 years and their possible impact on: personnel planning, training

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require[   ]equirements, etc.

4. Organization and missions of OSI, with particular attention to some of the research projects which the Life Sciences Division is supervising.

5. Status of current ELINT programs.

6. Indications of possible new Technical Collection Ground Stations that will require logistical support.

7. Future plans of OCS for remote control consoles requiring secure communications lines between the computer center at Headquarters and other locations.

8. Present or future aspects in which Support services should be increased or improved.

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SECRET

The Deputy Directorate for Support (Cont'd)

B. Specific Questions

1. Are there any on-going programs that might profit from the professional and technical assistance available from the Office of Medical Services?

2. What major changes or innovations in R&D programming and other management techniques do you contemplate in the next 5 years?

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3. What new or additional clandestine funding capabilities (i.e.,

procurement, etc.) do you expect to need during the next 5 years?

4. Do you consider the financial reports, data and information you are getting to be adequate for planning, programming and general management purposes? If not, what changes do you suggest?

5. Do you contemplate any major changes in our pattern of "joint" R&D programs with the Department of Defense?

6. What trends do you see over the next 5 years in your requirements for contractual or other outside R&D services from other Government agencies, universities and private contractors?

7. Can DD/S&T project its annual training requirements in terms of numbers of people and types of training?

8. Could DD/S&T establish a system to provide feed-back after training so that OTR can be more responsive to training requirements?

9. Is better distribution of OTR notices and bulletins within DD/S&T possible?

10. How does DD/S&T plan to accommodate the divergent data processing requirements of management and administrative services and the computational requirements of science and technology?

- 3 -

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The Deputy Directorate for Plans

With some exceptions, the Directorate for Science and Technology (DD/S&T) is least well-known to the senior and key officers of the Clandestine Services (CS). The CS would, therefore, benefit by a general briefing of its division, staff, and branch chiefs on the missions, organization and activities of DD/S&T. A much smaller group or groups of CS senior officers, possessing the necessary special clearances, should be briefed in much deeper detail. From this might well follow, according to need, discussions or seminars on subjects of mutual interest which have been opened by the briefings. Such subjects might, for example, include:

1. OEL and ORD activities in ELINT, and general R&D;

2. OEL relationships with the Military;

3. The responsibilities and activities of FMSAC.

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